

# III. Summary of Workshop Discussions: What have we learned about working in partnership areas?

1. Historic canal remnants are visible in many places along the North Country National Scenic Trail in Ohio, such as Lusk Lock in Beaver Creek State Park. The trail makes a U-shaped sweep through Ohio, following the Buckeye Trail for much of the way. NPS photo.
2. One of many steel mills in the Pittsburgh (Pennsylvania) region, once the “Steel Making Capital of the World.” A commanding force for over a century, the Pittsburgh steel industry made possible railroads, skyscrapers, and shipbuilding while altering corporate practice and labor organization. Rivers of Steel National Heritage Area helps to preserve the region’s cultural heritage and develop educational programming. Public hiking trails and riverboat tours link remnants of the old mills and communities founded by mill workers. Rivers of Steel is managed by a nonprofit organization, working in partnership with local communities, business and union interests, and local, state, and federal agencies. Photo by Judy Hart.
3. The North Country National Scenic Trail in the Ottawa National Forest in Michigan. The trail, which began as U.S. Forest Service proposal in the 1960s, takes hikers through publicly owned lands, including national forests, state parks and forests, and near or through small villages and towns. The diverse landscapes and scenic and historic features offer hikers a chance to understand how the land was formed, and how it has been used and altered by humans. Photo by Bill Menke.

7. Inupiat dancer from Barrow, Alaska, performing at the New Bedford Whaling Museum in July 2000. The museum and the Inupiat Heritage Center in Barrow are two of the partners that help the New Bedford Whaling National Historical Park carry out its mission to commemorate whaling as part of American history. Photo by John Robson, courtesy of New Bedford Whaling National Historical Park.

“I think that partnerships or the partnership model is the key conservation tool [the NPS] will be using in the future.”

Joe DiBello, Stewardship and Partnerships Team Manager, Philadelphia Support Office

“I am convinced that the new frontier for the NPS in the twenty-first century will be partnership parks—they simply aren’t making more of the traditional variety. The newer ‘partnership’ initiatives ... are an indication of what is to come. If the NPS is to do more than be a ‘custodian’ of a static system in the future, it needs to get on board the partnership concept with enthusiasm and resources.”

John Debo, Superintendent, Cuyahoga Valley National Park

“Partnering makes sense for a better future for ALL parks.”

Kathy Abbott, Executive Director, Island Alliance and NPS partner

Partnerships are complex and dynamic, a dance of relationships between the tensions of mutual interest and self interest. They can form in different ways and for many reasons, ranging from a “kitchen table” brainstorming of common interests, to responding to the availability of funding or the promise of joint economic benefits. In any setting it takes time and hard work to forge effective relationships that continue to be productive for all parties. Working within a federal agency is especially challenging because decision-making can be slow and can hinder the collaborative process, and guidelines often appear voluminous and unclear to nongovernmental partners. Given the increasing commitment of the National Park Service (NPS) to long-term conservation partnerships, it is imperative to glean lessons from experience about what does and doesn’t work, to share this knowledge across the agency and with partners, and to build it into agency policy and procedures.

Workshop participants reflected on their experiences and contributed many thoughts on the factors critical to forging successful long-term partnerships. They also discussed the benefits throughout the agency of working collaboratively and the challenges of creating more effective NPS partnerships.



4. A classic Chesapeake Bay screw-pile lighthouse, now part of the Chesapeake Bay Maritime Museum. The Museum is a “Gateway hub”—a primary visitor orientation point for the Chesapeake Bay Gateways Network. The NPS assists local efforts to enhance Gateway sites that tell a piece of the overall Bay story and to link them with a network of walking, biking, and water trails. Photo courtesy of Chesapeake Bay Maritime Museum.
5. Along the Maurice National Wild and Scenic River in New Jersey. The river was designated in 1993 to protect critical habitat on the Atlantic Flyway. NPS photo.
6. Chimney Rock National Historic Site in western Nebraska, one of the first landmarks along the Oregon Trail. An NPS affiliated area, the site is owned by the State of Nebraska, and administered by the City of Bayard, the Nebraska Historical Society, and the NPS under a cooperative agreement. NPS Historic Photo Collection, photo by George A. Grant.



A. Principles for Forging Long-Term, Sustainable Partnerships

<i>“The critical factors for success are rooted in the nature of the relationships between the NPS and its partners.”</i>	<i>“Everyone has to be an equal player, or at least agree on what is a fair and reasonable ‘balance of power.’ A big part of what makes the [Appalachian Trail] volunteer-based ‘cooperative management system’ successful is that it builds on ... volunteer stewardship. It means ... sharing ownership.”</i>	<i>“Use an open process which empowers a variety of interests to participate.”</i>	<i>“Use the planning process to develop and strengthen local partnerships. ... Ensure that local support is developed because that’s where the implementers are.”</i>	<i>“Genuine community involvement at all levels is a critical factor for success.”</i>	<i>“The NPS must strongly consider working with ethnic groups and communities that have not been traditionally involved in partnerships.”</i>
David Donath, President, The Woodstock Foundation, Inc., and NPS partner	Pamela Underhill, Park Manager, Appalachian National Scenic Trail	Charles Barscz, Wild and Scenic Rivers Program Leader, Philadelphia Support Office	Deirdre Gibson, Program Manager, Park Planning and Special Resource Studies, Philadelphia Support Office	Barbara L. Pollarine, Management Assistant, Northeast Region, Philadelphia	Barbara Tagger, Southeast Regional Coordinator, National Underground Railroad Network to Freedom Program

The experience of workshop participants was quite varied, yet they had many common insights into what contributes to successful, long-term cooperation. The following principles that they described work in concert to create and sustain effective partnerships.

- ☞ **Listen and be responsive to the needs of others.** Listening well contributes to good relationships and enables the NPS to better serve the partners and communities of people who have not traditionally been involved in national parks. “A critical factor for me was learning to listen to the partners I work closely with,” says Barbara Tagger, Southeast Regional Coordinator of the National Underground Railroad Network to Freedom Program. “We must understand that the projects we [in the NPS] work on are just that—projects. But for the people we work with, these planning efforts are their livelihoods, heritage, and, more importantly, their story.” Tagger gives great attention to the needs of partners and believes that providing technical assistance to meet local needs is crucial to making a partnership work. “If management is to be effective and community-relevant in the long run, it must address the needs and aspirations both of the NPS and of local stakeholders,” offers partner David Donath, President of the Woodstock Foundation.
- ☞ **Build relationships and sustain trust.** “Strong relationships and trust are essential,” says Phil Huffman, who has experience with NPS partnerships from within and outside of the agency. Tom Gilbert, Superintendent of Ice Age and North Country National Scenic Trails, stresses “clear, open communication and integrity” as critical to success. Being accessible to partners, sharing costs and commitments, being truthful, and listening to and respecting

each partner’s perspectives, motivations, and values all contribute to a sound foundation of trust that can carry a relationship successfully through the ups and downs of long-term joint work.

- ☞ **Work openly and inclusively in ways that build a partnership team.** “Planning and collaboration must be inclusive,” says partner Augie Carlino, Executive Director of Rivers of Steel National Heritage Area. “In national heritage areas, any decision made by partners will affect a ‘community’—[whether] cultural, geographical, or occupational—therefore decisions must be made with their involvement and with consideration of the effect on the community.” Pamela Underhill, Park Manager, Appalachian National Scenic Trail, believes that “achieving ‘buy-in’ by all essential stakeholders and partners is critical to successful planning and management,” and recommends bringing any critics or naysayers to the table. A concerted, ongoing effort to involve all major stakeholders and the grassroots pays off, even though it can be “messy” and time-consuming. “Give things the time they take,” says Judy Hart, then National Heritage Areas Program Leader. Involving people and groups with a stake in the partnership area invests local residents in long-term management, which helps to sustain the collaboration over time. “If [Appalachian Trail] volunteers didn’t feel that they truly have a ‘say’ in decisions ... I don’t think they’d still be here,” says Underhill. Deirdre Gibson, Program Manager, Park Planning and Special Resource Studies in the Philadelphia Support Office, sees an inclusive public involvement process as a strategic opportunity to build the capacity of local organizations “because they will be there for the long run.” Working inclusively from the earliest opportunities can build the support so important

- in later phases. As an example, Huffman suggests engaging a broader cross-section of stakeholders in the initial resource evaluation for potential national heritage areas and other partnership areas. “The special resource study needs to be more than just an academic evaluation done from a distance,” he says. People whose participation is critical include “leaders at local, state, and national levels who are genuinely interested in the long-term values of the area,” according to Sarah Peskin, Planning and Legislation Group Manager in the Boston Support Office. John Haubert, Outdoor Recreation Planner in Park Planning and Special Studies, believes in having a “dedicated local constituency that is able to influence the ‘movers and shakers’ in the community.” Tagger brings partners into planning because “in most instances they have a greater vision and understanding of the project.” She also urges that as the NPS restructures interpretive programs to be more inclusive of the contributions of all Americans to the nation’s history, the agency also reach out to these groups through NPS partnership programs and planning efforts.
- ☞ **Be flexible and responsive to changing circumstances.** It is important to be “flexible enough to deal with each area or organization on the basis of its own capacity,” says Gibson. “Responsiveness and flexibility on the part of NPS project staff and management are essential,” offers Huffman, “including an ability and willingness to tailor the study/planning process around the most important issues rather than following a regimented cookbook approach.” Underhill believes partnership work takes people “who are willing to cut through the red tape, think outside the box, and look for creative solutions.” Carlino points out that with natural and cultural

- resources subject to many different threats and conditions, “the NPS and its partners must be able to respond quickly to imminent changes to the resources.” Jonathan Doherty, Manager of the Chesapeake Bay Gateways Network, suggests that partners should jointly develop “a strategy for dealing with major conservation issues for the area.” Changing circumstances can also offer new opportunities. Tagger points to one such opportunity within the changing demographics of our country. “The NPS must become more involved in ‘non-traditional’ communities. These communities place little or no demands on the NPS for its services,” which makes it easy for the agency to ignore these potential partners or provide them only limited services.
- ☞ **Be willing to share control, and work together in ways that empower the partners.** “A partnership is not a ‘team’ where there is a hierarchical system,” observes Carlino. “In a partnership there are at least two, if not more, partners with decision-making capacity.” Donath describes an enduring partnership as one which is “business-like and mutual, entailing shared investments, decision-making, and benefits,” and suggests that the NPS approach these collaborations with the sense of give and take and mutuality of interests that characterize private sector partnerships. For an agency such as the NPS, to achieve this degree of mutuality involves, in the words of several participants, “letting go of the ‘large and in charge’ approach, ... respecting and encouraging bottom-up visioning,” “letting go of being right,” “trying the unusual, even letting the nonprofit partner ‘drive the car’”—in other words, a willingness to share or, in certain circumstances, give up control.



Partnerships develop and work along various gradients

FORMED IN THE OPPORTUNITY OF A CRISIS	FORMED IN THE ABSTRACT, IN QUIET TIMES
SHORT-TERM	LONG-TERM
PROJECT FOCUSED	PROGRAM FOCUSED
SELF-DIRECTED	FORCED OR DIRECTED FROM THE OUTSIDE
MUTUAL INTEREST	SELF-INTEREST
EQUAL	SUBORDINATE/DOMINANT
BOTTOM UP	TOP DOWN

Have a realistic understanding of each partner’s mission and perspective, and seek to resolve issues in ways satisfactory to all parties. Understanding and respecting each other’s contexts adds clarity to a partnership. It can help each partner to “understand what’s in it for the other and the extent to which missions are congruent,” offers Gibson. “While we may be partners, we also each have individual missions and authorities we adhere to,” says Gilbert. Steve Elkinton, Program Leader for National Trails System Programming, describes this as “respect for the motivation factors that keep each other going”; Hart as “the ability to walk in another’s shoes, think in another’s head”; and Barbara Pollarine, then Management Assistant, Northeast Region, as “appreciation for another’s point of view, agenda, values.” Still, issues and problems will inevitably rise in a long-term collaboration. It’s important to “locate and articulate the important issues,” says Hart. Solid relationships, trust, and understanding each other’s contexts make it easier to find solutions that work for all partners.

Build a common understanding and vision. Common understanding among partners requires that key elements be clear to all concerned, including expectations for the partnership, roles and responsibilities of all partners, and goals for the project, which should be mutually agreed-upon. Working inclusively is key to building common understanding and vision, although it can be a challenge, as Huffman observes, to “get a diverse array of stakeholders ... to coalesce around a shared vision.” He notes the importance of public involvement, in all stages, to this process. In designating new partnership areas, Huffman urges that the NPS “conduct management planning before designation ... so every-

one knows up front exactly what designation will and won’t mean, and then build those provisions into the designating legislation.” This approach has been used successfully for several recently designated wild and scenic rivers that are managed cooperatively. Carlino suggests that holding informal meetings brings better involvement from the community than more formal public meetings. Ongoing, open communication contributes to common understanding also. Gilbert offers that “individual communications to all landowners within the study area or designated area has proven to be a critical factor in trail planning.”

Tell the stories of people and place, providing accurate, well-focused information. Having “a cohesive focus and effective story lines and messages” contributes to effectiveness, says Doherty. At the local level telling the story builds pride, understanding, and support and contributes to sustaining the cooperative work. Tagger sees telling stories as a way to reach out to “ethnic groups and communities that have not traditionally been considered for partnerships,” although she cautions about the need to work closely with these communities to honor their heritage and their story. Partnership areas often commemorate “overlooked areas of American history,” according to Gibson, so storytelling can contribute a broader awareness of the nation’s cultural heritage.

Maintain continuity and transfer knowledge. Continuity is important, from both a staffing standpoint and a knowledge of the partnership. “Staff continuity is critical in establishing and maintaining relationships and trust,” observes Huffman. Charles Barscz, Wild & Scenic Rivers Program Leader, Philadelphia Support Office, agrees, saying that you

“cannot have different planners coming in and out of the process.” Yet, Peskin describes situations where “the planning team develops great knowledge and experience of a given park or partnership area and then moves on to other projects, never to be consulted again.” If partnerships are viewed as a long-term arrangement rather than a short-term project, it becomes a priority to maintain the trust that has been created through the personal working relationships. Investing in thoughtful transitions between personnel can be critical to sustaining partnerships through inevitable staffing changes.

Develop ways to continually share experience and understanding. Workshop participants stressed the importance of capitalizing on the accumulating knowledge and understanding of collaborative work, but also acknowledged that this isn’t currently happening within the agency. Elkinton says that “every trail planning team starts from scratch,” while Joe DiBello, Stewardship and Partnerships Team Manager, Philadelphia Support Office, concedes that

“we are not effective at integrating or harnessing the experience we do have.” Several participants offered ideas for dealing with this situation. Gibson says the “RTCA [Rivers and Trails Conservation Assistance Program] already is adept with the skills needed for partnership planning—loosen it up and fund it to encompass more than just rivers and trails.” Haubert suggests “an annual gathering of partnership planners and managers to discuss what occurred the previous year and what was acceptable and workable.”

Celebrate successes. Recognizing successes and the people involved rewards the hard work of building partnerships and helps to sustain the relationships. “Support for project staff from other levels in the NPS ...[including] providing moral support” is critical to effective partnership work, says Huffman. Telling the stories of successful partnerships also provides greater visibility for this work, increases understanding of the benefits, and helps to share ideas and techniques.

The Evolution of a Sustainable Partnership

Workshop participants suggested the following evolution in an effective long-term partnership:

- CLARIFY ROLES AND EXPECTATIONS
- MOVE TOWARD CLARITY AND RESPECT
- ACCOMPLISH ONE PROJECT TOGETHER
- EXPLORE COMMONALITIES
- DEVELOP SHARED VOCABULARY
- ESTABLISH REGULAR COMMUNICATION
- CHECK ENVIRONMENT FOR OPPORTUNITIES
- BEGIN LOOKING OUT FOR EACH OTHER
- BUILD MUTUAL TRUST
- CHECK IN PERIODICALLY ON PARTNERSHIP
- CAPITALIZE ON DIFFERENCES
- CELEBRATE SUCCESSSES
- DISCUSS VALUES
- BUILD SHARED VISION
- ACCEPT AND CHERISH DIVERSITY OF VALUES



Participants in the 1997 Underground Railroad Bi-National Charette, here being hosted by the National African American Museum in Detroit, Michigan. The 35 delegates discussed ways the U.S. and Canada can link interpretations of the Underground Railroad story. Photo by Barbara Tagger.

B. Observations on the Benefits of Working in Partnership Areas

<p><i>“The main contribution of these areas to the National Park System is to broaden the scope of the agency’s interpretation and conservation agenda. We are not just about what goes on in our federally owned parks, or if we are, we are destined to have only a limited role in conserving the great places of the Nation.”</i></p> <p>Jonathan Doherty, Manager, Chesapeake Bay Gateways Network</p>	<p><i>“We need to come to grips with the notion that there are lots of places where we can play an important role that do not meet the test of ‘sacred ground.’”</i></p> <p>John Debo, Superintendent, Cuyahoga Valley National Park</p>	<p><i>“Partnership areas carry the message that our nationally treasured scenic, cultural, and recreational resources can be lived-in landscapes.”</i></p> <p>Tom Gilbert, Superintendent, Ice Age and North Country National Scenic Trails</p>
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The workshop participants described many benefits that flow from the experience of working in partnership areas—benefits that strengthen the entire National Park System as well as partner organizations and the public at large.

**Partnership areas help the NPS to reach new constituencies and build relationships that enhance public support for conservation.**

*Partnership areas “improve chances for the National Park System to remain relevant and viable to the American public, in genuine preservation of resources, in using parks as educational/learning locations.”*

Barbara L. Pollarine, Management Assistant, Northeast Region, Philadelphia

*“The Underground Railroad has no precedent within the National Park System. ... We’re looking at ... communities who have been excluded in the past because their [stories] don’t fit the criteria. This is forcing us to think about how to deal with different cultures. We’re also dealing with sites that are non-tangible and may not exist any longer, but the story is still there.”*

Barbara Tagger, Southeast Regional Coordinator, National Underground Railroad Network to Freedom Program, Atlanta

Partnership areas can reach people who wouldn’t otherwise be reached, thus building new constituencies and support. Because these areas are often found in or near communities—in people’s “backyards”—they can make the idea of the National Park System more tangible to a broader cross-section of the general public. Working cooperatively builds long-term relationships among the NPS and conservation and preservation interests as well as officials and legislators at the local, state, and federal levels. These connections can also

lead to national and regional collaboration that serves to protect natural and cultural resources and helps to expand understanding of the NPS and partner organizations.

**Partnership areas help to broaden the impact of the NPS.**

*“Some people view heritage areas as an innovative way of realizing the broader mandate of the agency to provide national leadership in conservation and historic preservation.”*

Rolf Diamant, Superintendent, Marsh-Billings-Rockefeller National Historical Park

*“Partnership areas are critical in meeting the need for additional open space and in commemorating overlooked areas of American history in a timely manner.”*

Deirdre Gibson, Program Manager, Park Planning and Special Resource Studies, Philadelphia Support Office

The mission of the NPS (see box) is written broadly to focus on the National Park System and, through cooperation with partners, to enhance conservation. Partnership areas offer a wide range of opportunities for the NPS to provide national leadership in conservation. As Jonathan Doherty noted, the NPS through its various collaborative arrangements has an opportunity “to embrace and extend the conservation and interpretation role of the agency and deal with the evolving sense of what constitutes an important place today.” Areas managed through partnerships enhance recreational opportunities and the protection and interpretation of nationally significant resources, both cultural and natural, often in instances where it wouldn’t otherwise happen. These areas are able to leverage other funding and private sector contributions, thus extending the investment of federal dollars.

**Partnership areas offer valuable lessons that can be applied in other settings.**

*“Partnership areas continue to broaden the ‘toolkit of conservation’ which NPS can offer the nation.”*

Steve Elkinton, Program Leader, National Trails System Programming, Washington, D.C.

*“Through the newly authorized partnership parks, we have learned how to manage collaboratively. This has in turn benefited the more traditional parks, which often face many of the same issues.”*

Sarah Peskin, Planning and Legislation Group Manager, Boston Support Office

The diverse working relationships that result from managing the partnership areas introduce fresh perspectives and new interpretation and conservation techniques, which can be applied in other circumstances by both the NPS and its partners. In addition, as pointed

out by Phil Huffman and others, the accumulating body of experience in planning and managing partnership areas is directly relevant to challenging situations that confront the agency in the more traditional units.

**Partnership areas foster a stewardship ethic among the general public.**


*Partnership areas contribute to a “broader dissemination of the natural and cultural resource preservation ethic because more people will end up living closer to nationally treasured resources. ... [They] enable more people to have an emotional connection to the National Park System.”*

Tom Gilbert, Superintendent, Ice Age and North Country National Scenic Trails

*“People are raising their field of vision beyond the often fragmented preservation of individual areas, structures and critical habitats to focus on how the benefits of parks and responsible stewardship can be integrated into the connecting fabric of people’s everyday lives.”*

Rolf Diamant, Superintendent, Marsh-Billings-Rockefeller National Historical Park

Areas that are jointly planned and managed by NPS and partner organizations offer many opportunities for conveying a stewardship message. Partnership areas such as the national heritage areas affirm that the places where we live and work contain cultural, scenic, and recreational resources worthy of protection. They contribute a broader context and relevance to the story of the nation’s natural and cultural history, and they enhance the ability to convey those messages in ways that may affect conservation on a broader scale.



*The Mission of the National Park Service*

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

– From *NPS Strategic Plan, 2001-2005*

## C. The Challenges of Change

Over the past two decades, the NPS clearly has begun to emphasize protection and management of conservation areas through long-term collaborations. In this time of transition, there are a number of challenges to the agency, including to:

- Create a broader vision for the NPS that encompasses the full scope of partnerships;
- Foster in the institutional culture of the NPS a new and deeper understanding of partnerships as a potent catalyst for stewardship of the landscape;
- Provide training in leadership skills that positions the NPS to be most effective in its collaborations; and
- Learn from experience.

In general, participants expressed an urgent need to raise awareness of the many contributions of partnership areas to the NPS as a whole, in order to create better support agency-wide for these areas and for partnership programs. In a more practical sense, even though the trends show more cooperative designations and increased requests for technical assistance, agency policy and procedures often do not reflect what is needed to be effective in collaborative work. “Traditional organizational structures are not well suited to the demands of managing partnerships,” states John Debo, and “the background and training of NPS personnel are often not adequate for the challenges associated with partnership areas.” Joe DiBello adds, “None of our existing programs addresses planning in terms of partnerships in any comprehensive way. We need to develop new policies or direction in how we conduct and organize our planning programs.” Barbara Pollarine stresses the importance of building agency staff capacity “in the areas of coalition and relationship building, fundraising and development activities, and collaborative agenda setting.”

As the agency moves increasingly from a paradigm of management to one of stewardship, there is an accompanying challenge to create a broader vision that encompasses the concept of partnerships, and to realign policies and procedures to support this shift in approach.

## D. A Vision for the Future

As the workshop discussions proceeded, the need to articulate a vision for the future became clear. Participants foresee a future in which units of the National Park System and the partnership areas outside the System are all part of a nationwide network of parks and conservation areas that are relevant to a diverse population. This network includes resources protected through traditional public ownership, areas protected through the efforts of private organizations such as land trusts, and the resources conserved through collaborative strategies. This future includes a strong, innovative private sector working with a variety of audiences. Nonprofit organizations, institutions, academia, businesses, and public sector agencies all play important roles.

National Park Service involvement in this network of collaboration is central and crucial, founded in the agency’s traditional strengths and roles but extending beyond its identity as park manager in the following ways:

- NPS manages resources as national parks through a spectrum of partnerships ranging from new parks that are operated jointly with other entities from the onset, to the ever-expanding partnership strategies that address conservation issues surrounding more traditional parks. In all instances, the NPS brings its fullest range of tools to the partnership work table, whether it be the ability to provide planning assistance for a collaborative effort or to help interpret a story that plays out beyond a traditional park boundary.
- NPS invests in the conservation and interpretation of areas of special importance to the nation’s natural or cultural history through long-term conservation partnerships focused on specific areas, such as designated national heritage areas. In these instances, often the expertise requested of the NPS and the rationale for NPS commitment are the same: helping to tell a nationally important story and conserve significant resources.
- NPS supports local efforts to develop conservation areas through long-established technical and financial assistance programs (e.g., Rivers and Trails Conservation Assistance and National Register of Historic Places).

In this future, NPS programs that support conservation efforts within partnership areas are recognized and accepted as valuable and integral to the agency’s mission, and there is widespread understanding of the skills and commitment that build and sustain long-term collaboration. The sense of competition that many participants feel today between parks and partnership areas is replaced with an appreciation for the contributions of each to conservation of the American landscape.



*The Appalachian National Scenic Trail at Black Rock, Shenandoah National Park, in Virginia. Vistas along the footpath, which follows the ridgelines of the Appalachian Mountains between Maine and Georgia, range from pastoral to wild. Two-thirds of the U.S. population lives within 550 miles of the trail. Photo by Mike Warren, courtesy of Appalachian Trail Conference.*

*“It would seem time to articulate, demonstrate and broadly accept a vision of the [National Park Service] role in the American landscape. ... By embracing involvement in these parts of the landscape, we create a broader context and relevance for the story of the nation’s natural and cultural history. Moreover, we greatly enhance our ability to convey those messages in ways that may affect conservation on a broader scale.”*

Jonathan Doherty, Manager,  
Chesapeake Bay Gateways Network